



U.S. Department of Commerce
National Oceanic and Atmospheric Administration
Office of Finance and Administration
Human Resources Corporate Balanced Scorecard



Mission

Serve as a business partner in
effectively managing people resources

Vision

To be a world class human resource
service provider

Values

Teamwork, courtesy, service orientation, quality
service, flexibility, professionalism



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System Map

Suppliers

- OPM
- DOC
- NOAA/ OFA & Local Org
- Employees
- Applicants

Inputs

- Customer Requests
- Laws, Regulations, & Policy
- Oversight Reviews
- Staff
- Legal Advice
- IT Hardware & Software



Customers

- NOAA & DOC
Field: Managers,
Supervisors, &
Employees
- Job Applicants

Outputs

- Certificates of Eligibles
- SF-50's
- Classified PD's
- Policy Issuance's
- Decision documents
- Record Maintenance
- HR Systems Support
- Info, Recommendations,
& consults on: Pay &
Leave, Retirement/benefits,
RIFs, Employee & Labor
Relations, Position Mgt &
Classification, Recruiting/
Staffing



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Existing Measures of Output

- | | |
|---|--|
| <ul style="list-style-type: none">• COST• CYCLE TIME• QUALITY• QUANTITY• CUSTOMER SATISFACTION | <ul style="list-style-type: none">• Per Position Filled; Per employee Serviced; Per Personnel Action Processed• Average Time to Fill a Position (estimated)• Internal/External Evaluation Reports; Number of Correction SF-50B's• # Clients Services; # Positions Filled; # SF-50B's Processed; # Separations; # Promotions; # Awards• Customer Surveys |
|---|--|



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Financial Perspective

Objectives

- Increase % of dollars spent for designated value-added activities (e.g. delegated examining, organizational development)

Performance Measure

- Dollars spent divided by total dollars spent on HR minus last year figure

Customer Perspective

Objectives

- Increase % of customers who report their expectations were met

Performance Measures

- Number of customer reporting expectations met this year divided by total customers queried minus last year figure



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Financial Perspective

Strategy

- Determine value-add activities
- Implement DOC automation technology (e.g., COOL) upon delivery of system that meets NOAA requirements; Redirect savings into value-added activities
- Utilize 17 new FTE in FY2000

Customer Perspective

Strategy

Develop and test customer service response instruments
Refine and implement instruments
Begin collecting baseline data



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Internal Process Perspective

Objectives

- Reduce average time to issue Certificate of Eligibles
- Reduce Variance in Time to Issue Certificate of Eligibles

Performance Measures

- Average number of days to issue Certs last year minus average this year divided by average number of days to issue Certs last year
- Standard deviation in number of days to issue Certs last year minus average this year divided standard deviation number of days to issue Certs last year

Innovation & Learning Perspective

Objectives

- Increase average employee job satisfaction index score on Survey Feedback Action (SFA)
- Increase Average % of Core Competencies held by HR staff

Performance Measures

- Average employee job satisfaction index score, this survey minus the last survey divided by average of last survey
- Average % of Competencies held, this year minus last year divided by average last year



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Internal Process Perspective

Strategy

- **Develop system to collect and report baseline data on number of days to issue certificates of eligibles**
- **Implement DOC Automated Staffing System (COOL) upon delivery that meets NOAA requirements**

Innovation & Learning Perspective

Strategy

- **Use the SFA Process**
- **Determine position competencies**
- **Assess employees' competencies**
- **Develop IDP's**